

# **VISION 20/20 - REINTEGRATION STRATEGIC PLAN**

**BUILDING A SAFE, HEALTHY COMMUNITY INCLUDES  
WELCOMING COMMUNITY MEMBERS WHO ARE RETURNING FROM INCARCERATION  
BACK INTO THE COMMUNITY AND ASSISTING THEM IN REJOINING THE COMMUNITY**

APPROVED: 2/9/2017 BY THE REINTEGRATION COUNCIL  
EDITED: 2/17/2017

## **PURPOSE**

The goal of the Vision 20/20 Reintegration Network is to assist community members returning from incarceration in a full reintegration back into community life. The purpose of this plan is to confirm priorities, focus energy and resources, strengthen service delivery, ensure that stakeholders are all working toward common goals, and agree on intended outcomes.

## **NEED STATEMENT**

According to the Brennan Center for Justice, "California spends an estimated \$13 billion per year on prisons, yet nearly two-thirds of all state prisoners go on to reoffend within three years of release. These high rates of recidivism are not only a waste of taxpayer dollars, they are a serious threat to California's public safety."

This Strategic Plan addresses the need to reduce recidivism rates in Pasadena, Altadena, and the greater San Gabriel Valley region. This need is driven by gaps in services for formerly incarcerated community members – especially those struggling with trauma and substance abuse. We seek to serve formerly incarcerated community members residing throughout San Gabriel Valley, with a focus on Pasadena and Altadena, where approximately 1,200 previously incarcerated community members are on parole, probation or other supervision.

Individuals entangled in the California justice system are unable to contribute to the growth of their communities. High rates of recidivism have a wide-reaching harmful impact. Crime and violence compromise residents' safety; youth are deprived of cohesive family support when parents are incarcerated, and the local economy loses out on productive workers and consumers. The financial and emotional burdens on families of incarcerated individuals create a dependence on government support, limit economic opportunity, and reinforce intergenerational poverty. The financial burden of incarceration also falls on society at large – it costs CA taxpayers over \$60,000 to incarcerate one person for one year (cite).

Formerly incarcerated individuals with mental health and substance abuse disorders need extra support to break out of the cycle of recidivism. Every individual returning from incarceration faces significant barriers to successfully reintegrating into their community – finding housing, securing employment, developing financial stability, and more. Unemployment is the biggest predictor of recidivism, and being unemployed can increase the chances that an individual will be re-incarcerated by up to 36% (Safer Foundation, Safer Foundation Three-Year Recidivism Study 2008).

To reduce the recidivism rate and make communities safer and healthier, we propose providing more comprehensive services for justice-involved individuals. These individuals need wraparound services that will help them overcome every barrier to successful reentry.

Implementation of the Vision 20/20 Strategic Reintegration Plan will help previously incarcerated community members successfully reintegrate, thus reducing recidivism and addressing individual and community needs.

## **REINTEGRATION PARTNERS**

Reintegration Partners participating in implementing this plan include the following:

- Flintridge Center – convener and facilitator – case management, systems navigation, etc.
- 2<sup>nd</sup> Call – life skills for community members who have experienced trauma
- Amer-I-Can – self-esteem and life management trainings
- Global Quest – live scan services
- Lake Avenue Church – housing services
- Los Angeles Incubator Consortium – volunteer attorney services for record change and ticket amnesty clinics
- Los Angeles County Probation Department – the first place many previously incarcerated community members visit upon return to the community – referrals to Flintridge Center
- Pasadena Federal Credit Union – financial literacy and credit repair services
- Pasadena Police Department – PACT Resource Fairs
- Pasadena Public Health Department – mental health and substance abuse services
- Union Station Homeless Services – housing solutions and employment services

We plan to add community partners as we move forward with implementation.

## **PRIORITIES**

With commitment of Reintegration Partners and funding that we will identify and apply for together, we plan to develop more comprehensive and coordinated assistance for previously incarcerated community members so that they may successfully rejoin and contribute positively to community life. Our priorities are to:

1. Conduct outreach to a greater number of community members.
2. Increase the number of constituents served, and increase and deepen the services provided.
  - Outreach: from 1,000 per year to 2,500 per year
  - Resource Fairs: from 409 to 600 per year
  - Systems Navigation: from 350 to 600 per year
  - Case Management: from 100 to 250
  - Mental Health Services: from 0 to 250
  - Life Skills: from 100 to 400
  - Certified Employment Programs: from 90 to 250 per year
  - Housing Assistance: from 10 to 100

- Record Change/Ticket Amnesty Assistance: from 100 to 250
  - Financial Literacy: from 100 to 250
  - Know Your Rights and Responsibilities Trainings: from 175 to 500
3. Develop a mental health and substance abuse component to add to the services that we provide to previously incarcerated community members.
  4. Increase the depth of services provided by better aligning services within our network of service providers, sharing information, increasing competencies of our network and making stronger commitments to working together.
  5. Develop and implement a sustainability plan so that funding for reintegration services continues as long as services are needed.
  6. Focus on working with community members to transform their lives and fully reintegrate back into the community and, for some community members, to integrate into the community for the first time. In this regard, we will track the number of constituents who repeat offend versus the number of community members who prepare for and secure employment.

**PRIORITY #1: CONDUCT OUTREACH TO A GREATER NUMBER OF COMMUNITY MEMBERS, FROM 1,000 TO 2,500.**

**Recruitment.** A new full-time Outreach Worker at Flintridge Center will recruit formerly incarcerated individuals at community outreach locations, including: the Pasadena, El Monte and Van Nuys Parole Offices; Pasadena Department of Social Services; community centers Jackie Robinson Center and Villa Parke Center; Robinson Park; Central Park; Loma Alta Park; the Community Arms and Kings Villages housing projects; Union Station Adult Center; Grandview Foundation; Impact Drug Treatment; and Food4Less Shopping Center. In addition, our new Outreach Worker will conduct jail in-reach at the Los Angeles County Jail, Lynwood Inmate Facility and Pitches Detention Center. **New funding will be used to hire the full-time Outreach Worker.**

Another form of recruitment will involve delivering the Amer-I-Can curriculum in neighborhood “hot spots”. An Amer-I-Can facilitator with a LTO (license to operate) will do this work. As difficult-to-reach community members participate in the Amer-I-Can sessions, they will learn of additional services, particularly mental health, substance abuse and employment, at Flintridge Center and will be referred there. **New funding will be used to pay the Amer-I-Can facilitator.**

**Orientation.** Flintridge Center’s Outreach Worker will invite community members to attend the monthly Pasadena/Altadena Community Team (PACT) Resource Fair, which is coordinated by Flintridge Center at the Flintridge Retreat Center. At each fair, dozens of community partners introduce constituents to a network of services, and then everyone has lunch together. **With the new full-time Outreach Worker on board, we will increase constituent attendance at the Resource Fairs from under 400 to over 600 per year.**

**PRIORITY #2 AND #3: INCREASE THE NUMBER OF CONSTITUENTS SERVED, AND INCREASE AND DEEPEN THE SERVICES PROVIDED. DEVELOP A MENTAL HEALTH AND SUBSTANCE ABUSE COMPONENT TO ADD TO SERVICES CURRENTLY PROVIDED TO PREVIOUSLY INCARCERATED COMMUNITY MEMBERS.**

**Starting Services.** After each PACT Resource Fair, the Flintridge team will call community members who attended and invite them back to Flintridge to assess their needs and refer them to appropriate service providers. Constituents with mental health diagnoses, including substance abuse disorders, will be referred to case managers who conduct biopsychosocial assessments. The assessments establish the most important elements in the physical, psychological and social issues of constituents, and establish a base line for each constituent. Constituents will then begin a six-to-twelve month, three phase program – **an enhanced program** made possible with new funding. **Grant funding will provide an additional Case Manager hired by the Public Health Department to be on site full-time at Flintridge Center and a Project Coordinator hired by Flintridge Center to coordinate and manage the project.**

**Phase One.** (90 to 180 days) During the first of three phases, constituents will participate in case management services that address basic needs (e.g. driver's license/identification, medical exams, SSI/SS cards, birth certificate, transportation, etc.). Constituents will also engage in twice weekly one-on-one therapy sessions with an LCSW and group sessions focused on substance abuse, trauma, and life skills. 2<sup>nd</sup> Call will facilitate life skills group sessions throughout all three phases. **The therapy sessions are new and will be funded by new funding, which will provide a full-time LCSW, hired by the Pasadena Public Health Department to be on site full-time at Flintridge Center.**

Two forms of therapy will be used – **EMDR** (Eye Movement Desensitization and Reprocessing) and CBT (Cognitive Behavioral Therapy). Both of these therapies have been found to be particularly effective in working with community members returning from incarceration.

EMDR is an empirically validated psychotherapy used for the treatment of post-traumatic stress disorder (PTSD) and complex trauma. It is an intervention that assists participants in being able to develop improved coping skills by processing traumatic memories to lessen the intensity of disturbing thoughts. EMDR is a process that involves 8 phases: client history and treatment planning, preparation, assessment, desensitization, installation, body scan, closure, and reevaluation. EMDR has provided the best evidence for trauma intervention with all levels of trauma. Additionally, the use of EMDR with treatment for other co-occurring disorders such as addiction have proven to assist in resolution of traumatic events and contribute to productive healthy lives of re-entry individuals.

**CBT** is one of the most widely used therapeutic approaches to reducing recidivism. CBT suggests that distorted or dysfunctional thinking, which may impact an individual's mood and behavior, is a common trigger to all psychological disturbance. CBT assists individuals in gaining 4 core processes such as: self-efficacy, attributions, outcome expectation, and decision-making. CBT has demonstrated to be the most effective treatment method as it can teach skills that may be modeled and taught, rehearsed through in-vivo and role

playing practice with feedback that provides positive reinforcement of pro-social attitudes and behaviors. Although, the greatest evidence is when it is used in conjunction with EMDR. Therefore, as CBT can be used with individuals and groups and has been effectively studied in the justice system it is more commonly used and has high efficacy rates.

**Phase Two.** (45 to 90 days) This phase will build on the foundation of Phase One with continued individual and group therapy sessions. This phase will also introduce vocational and educational opportunities. These opportunities will include workshops in resume building, interviewing, networking with employers, how to present oneself to an employer, financial literacy, GED/high school diploma attainment, and higher education enrollment. Employment development in Phase Two will be delivered via Flintridge Center's Career Preparation Program and Union Station's Sources program. **New funding will be used to add these two career preparation programs – increasing the number of participants receiving career preparation program certifications from approximately 90 to 250.**

**Phase Three.** (45 to 90 days) Phase Three will shift the focus of services to transition and sustaining self-sufficiency. Participation in group and individual therapy will continue at a reduced frequency, while constituents receive employment development services or deep mental health treatment. During this phase, constituents may choose to enroll in Flintridge Center's Apprenticeship Preparation Program or other intensive employment development programs.

### **Increase and Deepen Services:**

**2<sup>nd</sup> Call – Life Skills.** 2<sup>nd</sup> Call will provide 48 life skills sessions for constituents each year. The sessions equip constituents with critical life management skills. Facilitators focus on helping participants understand the root causes of past behaviors by diving deep into their personal histories. Each two-hour session focuses on a different topic and follows a guided group discussion format. These topics include low self-esteem, anger management, dysfunctional family dynamics, effective communication, taking responsibility for actions, forgiveness of oneself and others, and career retention. The overall aim of the curriculum is to address emotional issues and barriers to sustain professional success. The curriculum is developed and facilitated by formerly incarcerated individuals who are trained in trauma-informed care. 2<sup>nd</sup> Call's founder and lead facilitator, Skipp Townsend, is a prominent gang intervention expert based in Los Angeles with over 20 years of experience in the field. **New funding will provide these sessions.** Sessions will also continue to be offered through other funding to constituents taking Flintridge Center's Apprenticeship Preparation Program.

**Amer-I-Can Outreach.** An Amer-I-Can facilitator with over two decades of experience delivering the Amer-I-Can curriculum to gang-impacted community members will conduct outreach with the Flintridge Center Outreach worker in community "hot spots" and deliver the Amer-I-Can curriculum to previously incarcerated community members in their neighborhoods. The goal is for these community members who are aren't taking advantage of services to experience relevant services in their own neighborhoods and gradually be transitioned to Flintridge Center for additional services. The curriculum is a

60-hour self-esteem and life management course that covers: motivation, habits, attitudes; goal setting; problem solving and decision making; emotional control; family relationships; financial stability; effective communication, and employment search and retention. The Amer-I-Can facilitator will also be providing training to community outreach workers. **New funding will be used to pay for 180 hours of Amer-I-Can mentoring and facilitation and 60 hours of facilitation training for community workers.**

**T/B/D – Clothing and household items.** Flintridge Center will purchase \$2,500 in Thrift Store credit vouchers each year. In addition, T/B/D will provide additional credit vouchers when Flintridge Center's supporters donate goods to T/B/D and specify Flintridge Center as the beneficiary. Case managers will then give these vouchers to community members in need of clothing, household items, or any other goods from T/B/D. This alleviates the stress of affording basic necessities and allows constituents to focus on recovery from substance abuse and/or mental health issues and finding a career. **New funding will be used to purchase the credits each year.**

**LA Incubator Consortium – Record Change and Ticket Amnesty Clinics.** The LA Incubator Consortium currently partners with Flintridge Center to coordinate and prepare attorneys and law students to assist participants in monthly Record Change and Ticket Amnesty Clinics, coordinated by and hosted at Flintridge Center.

After participants complete their Live Scans (see below) at the Record Change Clinics on the 2<sup>nd</sup> Thursday of each month, attorneys and law students guide participants through the complicated legal process of expunging or reducing offenses under Proposition 47. Attorneys and law students explain the process to participants, collect necessary information, assist in filling out paperwork, and follow up as required.

At the Ticket Amnesty Clinics on the 4<sup>th</sup> Thursday of each month, attorneys and law students assist community members in taking advantage of a program that (1) provides financial relief due to unpaid bail or fines for traffic and non-traffic violations, and (2) helps reinstate suspended driver licenses.

Flintridge provides computers, printing and copying, food during the Clinics, and space for attorneys/law students to meet with constituents. The Record Change and Ticket Amnesty Clinics are key for community members to overcome barriers to employment and successful reintegration into society. **New funding will be used to enhance this service by providing support for the Consortium's planning, training and coordination of attorneys and law students and to ensure that a minimum of seven attorneys work at each monthly clinic.**

**Global Quest – Live Scans.** Global Quest will come to the Flintridge site to provide Live Scans so community members can access their criminal background information. Results of each community member's Live Scan will be mailed to Flintridge Center and held on file. Community members can then attend a Record Change Clinic where an attorney or law student uses the results of the Live Scans to assist in reducing or expunging offenses.

Providing Live Scans free of charge to participants alleviates a significant financial burden. **The Pasadena Police Department provides funding for the Live Scans.**

**Lake Avenue Church – Rental assistance.** Lake Avenue Church will provide services to 40-50 constituents referred by Flintridge through Lake Avenue’s Homelessness Prevention and Crisis Rental Assistance Program. The program will offer one-time rental payments directly to landlords on behalf of constituents who have received notices of eviction. The advocacy approach to implementing the program includes one-on-one financial assessment and open communication with landlords/property managers on constituents’ behalf. Once constituents have submitted the appropriate supporting documentation (e.g. proof of income, documentation of expenses, etc.), and the debt has been verified by the landlord/property management company, Lake Avenue will present the application to its Benevolence Committee, which meets to review the requests and make a final decision to approve/disapprove, based on the unique circumstances of individual requests. All payments are processed subsequent to the Benevolence Committee’s final decision. **\$50,000 in new funding will provided to Lake Avenue Church each year for rental and utilities assistance for 40 to 50 constituents per year.**

**Union Station Homeless Services – Rental and utilities assistance.** Union Station Homeless Services will provide housing navigation services and rental/utilities assistance based on Coordinated Entry System (CES) standards to approximately 20 previously incarcerated community members referred by Flintridge Center. Services include intensive person-centered care, linkage to supportive health and wellness services and benefits, housing retention support and advocacy. Connecting to the CES, constituents will access appropriate housing subsidies and relocation aid. **New funding will be provided to Union Station each year for rental for housing and related services.**

**Pasadena Federal Credit Union – Financial Literacy Classes.** The Federal Credit Union is a nonprofit organization that participates regularly in the monthly PACT Resource Fairs. Representatives from the Pasadena Federal Credit Union will provide 24 classes per year of curriculum to build the financial literacy of our community members. Topics covered in the classes will include budgeting personal finances, restoring and maintaining good credit, setting up a checking account, applying for loans, and avoiding unnecessary fees. The Credit Union will establish checking and/or savings accounts for all constituents who want them. **New funding will pay for the classes each year.** These classes are in addition to classes that are already provided free of charge by the retired President of the Pasadena Federal Credit Union.

**Probation Department – Personal items.** The Probation Department is an important partner. For many community members returning from incarceration, the Probation Department is their first contact upon return. The Pasadena Probation Department works closely with Flintridge Center and refers constituents to Flintridge for services. The Probation Department also participates in each month’s PACT Resource Fair and participates in strategic planning. **New funding will provide a modest budget each year so that the Probation Department may provide community members who visit their office with basic hygiene and other personal items that community**

members immediately need, such as toothbrushes, soap, and hand sanitizer. The Probation Department does not have a budget for such items.

**Sources (a program of Union Station Homeless Services) – Employment Development.** Union Station will hire an additional FTE to work in Sources Career Development to provide employment services to approximately 50-60 previously incarcerated community members referred by Flintridge Center. Support will include holistic career development, job search support, and career and education planning. Constituents will participate in Job Club, a certificate program consisting of eight three-hour workshops and will partner with the Job Developer and Vocational Counselor for individualized support. Transportation, clothing, tools, and short term training resources are available with resume/cover letter writing, interview preparation, workers rights training, and vocational assessments. The Sources program is positioned well to assist community members experiencing homelessness, as well. **New funding will be used to assist 50-60 constituents. In addition, Financial Assistance funds (below) will be used as needed with these constituents.**

**Flintridge Center’s Apprenticeship Preparation Program (APP) – Employment Development.** Flintridge Center will continue to raise \$370,000 each year to prepare 75 to 100 previously incarcerated community members per year for careers in the construction trades. The program is offered with support from the LA/Orange County Building and Construction Trades Council AFL-CIO and the State Workforce Development Board. This comprehensive 240-hour program includes: the Multi-Craft Core Curriculum developed by the AFL-CIO; life skills workshops with 2<sup>nd</sup> Call; safety training resulting in OSHA 10 certificates; financial literacy sessions with the retired President of the Pasadena Federal Credit Union who volunteers her time; career development and employability training with our Job Developer; hands-on experience, and union site visits and guest speakers. **New funding will be used to enhance the program (see FINANCIAL ASSISTANCE below).**

**Flintridge Center’s Career Preparation Program (CPP) – Employment Development.** Flintridge will provide a certificate course in employment development services specifically designed for previously incarcerated community members. The course will cover soft skill development, interview preparation, job search techniques, job retention, resume/application preparation, life skills, and a full year of follow-up with our Job Development Specialist. The program will serve 50 community members each year. **New funding will be used for a .5 FTE and for materials and supplies for this new program. Financial Assistance funds (below) will also benefit these constituents.**

**Financial Assistance.** Case Managers will use funds to help community members overcome financial barriers to securing employment or in emergency situations. Common examples of financial assistance include: transportation assistance so a constituent can get to a job site; union initiation fees and dues, which are required when a constituent is accepted into a union; tools and work boots needed for union construction work; and emergency medical procedures. Providing this assistance ensures that community members who are ready to enter careers and make positive life changes are not prevented

from doing so due to financial limitations. **New funding will be used to supplement the woefully inadequate current budget of \$5,000.**

**Know Your Rights and Responsibilities Trainings.** Flintridge Center will continue to coordinate Know Your Rights and Responsibilities Trainings to help constituents understand their rights and responsibilities when interacting with law enforcement, keeping them safe and increasing trust between police officers and community members. The trainings are based on the ACLU curriculum and facilitated by volunteer attorneys. **The full-time Project Coordinator and Outreach Worker hired with new grant funds will also work on coordinating additional sessions and increasing the number of community members who receive this important training from approximately 175 to 500.**

**PRIORITY #4: INCREASE THE DEPTH, QUANTITY AND QUALITY OF SERVICES PROVIDED BY BETTER ALIGNING SERVICES WITHIN OUR NETWORK OF SERVICE PROVIDERS, SHARING INFORMATION, INCREASING COMPETENCIES OF OUR NETWORK AND MAKING STRONGER COMMITMENTS TO WORKING TOGETHER.**

The Vision 20/20 Reintegration Network will better align services by developing and regularly adjusting this plan of action.

The network will develop a simple process to share basic information regarding community members served.

Partners in the network will participate in relevant trainings on new trends and best practices. Trainings planned during 2017 include additional trainings in trauma-informed care and trainings in mental health first aid.

Vision 20/20 Reintegration Partners will sign MOUs that describe roles, responsibilities and commitments.

**PRIORITY #5: DEVELOP AND IMPLEMENT A SUSTAINABILITY PLAN SO THAT FUNDING FOR REINTEGRATION SERVICES CONTINUES.**

The Vision 20/20 Reintegration Network will meet regularly over the next two years to develop and implement sustainability strategies – both as a network and as separate entities. We will invite experts to speak with us. We will share key findings and ideas. We will prioritize sustainability at our respective organization’s board meetings. We will work together to develop government and foundation grant proposals for the network. We understand that sustaining our work is key, as real lives depend on us, and we are stronger together.

**PRIORITY #6: OUTCOME. FOCUS ON WORKING WITH COMMUNITY MEMBERS TO TRANSFORM THEIR LIVES AND FULLY REINTEGRATE BACK INTO THE COMMUNITY AND, FOR SOME COMMUNITY MEMBERS, TO INTEGRATE INTO THE COMMUNITY FOR THE FIRST TIME. IN THIS REGARD, WE WILL TRACK THE NUMBER OF CONSTITUENTS WHO REPEAT OFFEND.**

We have agreed that we will always put our constituents first as we make decisions. We are here to build safer, healthier communities, and our goal is to see community members

successfully reintegrate and contribute to their communities. **The key outcome we have agreed upon and will track is a recidivism rate that is lower than the State and County rates.** We will all participate in tracking agreed upon metrics and sharing information with Flintridge Center, and Flintridge Center has agreed to prepare an annual report describing and detailing outcomes.

## **ROLES AND RESPONSIBILITIES**

Flintridge Center is responsible for:

1. Providing over-all coordination of the Strategic Plan's implementation.
2. Convening, coordinating, facilitating and following up on the monthly PACT Resource Fairs.
3. Convening, facilitating and following up on monthly meetings of the Reintegration Council.
4. Developing and building the Reintegration Network.
5. Tracking metrics and preparing an Annual Report.
6. Reporting at least twice annually to Pasadena Council's Public Safety Committee.
7. Reporting at least annually to: Pasadena's Human Services, Human Relations and Norwest Commissions; Pasadena City Council; Altadena Town Council.
8. Leading and coordinating fundraising efforts for the Reintegration Network and serving as a fiscal sponsor when appropriate.

The 20-member Reintegration Advisory Council meets monthly. Members of the Reintegration Advisory Council are responsible for:

1. Identifying priorities based on the most pressing needs of previously incarcerated community members.
2. Identifying strategies, programs and services to address the most pressing needs of previously incarcerated community members.
3. Developing the Vision 20/20 Reintegration Strategic Plan and regularly modifying it to reflect current priorities.
4. Monitoring implementation of the Strategic Plan.
5. Modifying the Strategic Plan to reflect what we learn through evaluation.
6. Participating in reports to the public.

7. Developing sustainability strategies for the network so that reintegration programs and services continue as long as they are needed.

### **2017-18 Reintegration Council**

Lead Agency: Flintridge Center  
Jaylene Moseley, President

Employment: Center for Employment Opportunities  
Armando Lopez

Union Station – Sources Program  
La Viva Primm

Flintridge Center – Apprenticeship Preparation Program  
Daniel Torres

Faith: Deliverance Tabernacle Church of God in Christ  
Elder Terry Turrentine

Government: Senator Anthony J. Portantino  
Dominick Correy

Assemblymember Chris Holden  
Kayleen Maya-Aviles

City of Pasadena  
Lola Osborne

Altadena Town Council  
Gloria Sanyika

Health: Pasadena Public Health Department  
Angelica Palmeros

Housing: Lake Avenue Church  
Claire Cholston

Law Enforcement: Los Angeles County Probation Department  
Leo Paredes

Los Angeles County Sheriff's Department  
Lieutenant Carmichael Octave

Pasadena Police Department  
Lieutenant Jason Clawson

Previously Justice-Involved Community Advocates  
Domingo Cabral  
Steve Guardian  
J. D. Williams

Violence Prevention: Violence Prevention Coalition of Greater Los Angeles  
Daniel Healy

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